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9-6839

SEP 7 1957

MEMORANDUM TO : Inspector General  
Deputy Director (Plans)  
Deputy Director (Intelligence)  
Deputy Director (Support)  
Deputy Director (Coordination)

SUBJECT : Inspector General's Inquiry into TDY Foreign  
Travel by Headquarters Personnel

I have given careful consideration to your comprehensive study on TDY Foreign Travel by Headquarters Personnel and to the comments thereon by the DD/P, DD/I and DD/S. I have taken action on the recommendations contained in this report as follows:

Paragraph VII. C.

Recommendation 1.a. - Not approved for the various reasons cited by the DD/P, DD/I and DD/S in their respective comments. However, while I do not consider it proper to vest in the DD/P the "authority and responsibility for the regulation and control" of all TDY travel by Headquarters personnel, I do agree that DD/P must continue to monitor and concur in all such travel. Therefore, I desire that a system be implemented by the various components whereby all proposed foreign travel be reviewed by the operating official concerned prior to submission to the DD/P, or his single designee, for concurrence. Upon concurrence by the DD/P, the travel will be approved by the Deputy Director concerned, or his single designee. Such a system should place responsibilities where they can be properly exercised as well as accomplishing desired controls.

Recommendation 1.b. - Approved, but this approval shall not be construed to mean six months advance notification of each proposed trip. Rather, this requirement shall be for the O/DCI, DD/I, DD/S and DD/C to furnish to the DD/P semi-annually a schedule of their respective contemplated TDY travel during the next following six month period.

Recommendations 2.a. and b. - Not approved insofar as an arbitrary 15% reduction in travel expenditures and numbers of trips are concerned. However, every effort to effect economies in travel via tighter controls, shorter TDY trips, greater use of off-season travel, etc. is approved.

MOR/CDF Pages 10-11, 13-16

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Recommendations 3.a. and b. - Approved.

Recommendation 4.a. - Not approved. However, I should like to have the IG and DD/P prepare a list of those stations and bases where in fact, "travel has assumed such proportions....that it is interfering with....the accomplishment of their assigned missions" (page 46 of the IG survey). Depending upon the seriousness of the situation in these areas consideration can then be given to implementation of this recommendation at certain stations and bases.

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Recommendation 4.b. - Not approved. The provisions of Notice [ ] shortly to be re-issued in new Regulation [ ] seem to be entirely appropriate. In general I consider courtesy calls highly advisable unless security or operational considerations dictate otherwise. It should be clearly understood that courtesy calls do not necessarily need to be received by the Station Chief personally. Visitors may be received by a designee or designees of the Station Chief but at least the Station is afforded the opportunity of knowing who is in the area and what they are planning to do in the area. Also, the Station is in a position to offer suggestions and guidance which may preclude the traveler unwittingly making a security slip which would be prejudicial to the Station and/or certain of its personnel.

Recommendation 4.c. - Approved.

Recommendation 4.d. - Approved. DD/S to prepare an appropriate letter for DCI signature.

Recommendation 4.e. - Approved, except that Central Processing Branch, Office of Personnel, is designated as the implementing office.

Signed

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C. P. CAHILL  
Lieutenant General, USAF  
Acting Director

O/DCI/ [ ] jnf 7 Sept 57

Dist:

Orig - IG

1 - 2 - DDCI 1-DCI ✓

1 - DD/P

1 - DD/I

1 - DD/S

1 - DD/C

1 - FMC via Reading

1 - ER with basic report & comments by Deputies

- 2 -

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Executive Registry
9-6280

AUG 15 1957

MEMORANDUM FOR: Acting Director of Central Intelligence

SUBJECT : Inspector General's Inquiry into TDY Foreign  
Travel by Headquarters Personnel

I have reviewed the Inspector General's report regarding foreign TDY travel of Headquarters personnel, and I submit the following comments and observations relative to the recommendations included therein:

a. Paragraph VII.C.1.a. recommends that: "DCI vest in DD/P authority and responsibility for the regulation and control of all such travel by headquarters personnel of DD/I and DD/S."

Comment - I agree that the Deputy Director (Plans) should concur in any proposed TDY travel of DD/I and DD/S personnel in order to ensure that such travel would not have an adverse effect on a field station or operation. However, for the Deputy Director (Plans) to authorize all field travel would place the burden on him to judge the validity or requirement for all travel proposed. Accordingly, I recommend that all proposed foreign travel be reviewed by the operating official concerned prior to submission to the Deputy Director (Plans), or his single designee, for concurrence. When concurred in by the Deputy Director (Plans), approval for such travel will be granted by the Deputy Director concerned, or his single designee. I believe this will accomplish the desired control and place the responsibilities where they can be properly exercised.

b. Paragraph VII.C.1.b. recommends that: "DCI require that, effective immediately, DD/I and DD/S inform DD/P at least six months in advance of all plans for inspection, survey, area familiarization and other non-emergency travel by their respective headquarters personnel."

Comment - I concur in principle with this recommendation. Rather than six months advance notification on each contemplated trip, I recommend that a semiannual schedule of such proposed travel be submitted by the Deputy Director (Intelligence) and the Deputy Director (Support) to the Deputy Director (Plans) on 1 June and 1 December of each year for the six months periods, beginning 1 July and 1 January respectively. In order for the Area Division Chief primarily concerned to schedule the total

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travel to his area it will of course be necessary for the DD/P components, the Deputy Director (Coordination) and the Office of the Director to submit similar schedules.

c. Paragraphs VII.C.2.a. and b. recommend that: "DCI require that expenditures for this category of travel during FY-1959 be reduced by 15% below expenditures for this purpose during FY-1956, this reduction to apply to each of the three major components -- DD/P, DD/I and DD/S."; and further that: "DCI require that the number of TDY foreign trips by headquarters personnel during FY-1959 also be reduced by 15% below the number of such trips during FY-1956, this reduction to apply to each of the three major components -- DD/P, DD/I and DD/S."

Comment - First of all there is no substitute for face to face on the spot discussion of field problems in the field. Further, the more first hand knowledge headquarters personnel have of field problems and conditions, the better support the field will have from headquarters, and as this process continues, the Agency will become more homogeneous which in my opinion is desirable. I am, therefore, not in favor of any arbitrary reduction in travel. I heartily endorse tighter controls, and I believe we might effect economies through a greater percentage of "off-season" travel, shorter TDY at points visited, fewer round-the-world trips, greater use of less than first class transportation, etc. We can control survey, inspection, and area familiarization trips, but we can't control the number of escort trips the Office of Security may have to make or the number of Communications people we may have to send out on TDY to meet an emergency such as the recent crisis in the Middle East. I, therefore, recommend that the Office of the Director, as well as each Deputy, appoint a single designee to monitor all foreign travel but that we not direct an arbitrary reduction. Whatever steps are taken should be taken now (FY-1958) in lieu of FY-1959.

d. Paragraph VII.C.3.a. recommends that: "DCI require that effective immediately all such travel be undertaken whenever possible, during off-travel seasons -- that is, during periods when the smallest numbers of tourists are traveling in the areas which headquarters personnel plan to visit, and when airline fares and other costs are lowest."

Comment - I concur.

e. Paragraph VII.C.4.a. recommends that: "DCI require that, effective immediately, the field be relieved of responsibility for making hotel reservations and providing local transportation for TDY

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headquarters travelers, and that the Central Processing Branch, Office of Personnel, be required to make hotel reservations and the travelers themselves be required to arrange for their own local transportation, except insofar as cover, security, time and/or other vital considerations make this desirable."

Comment - I am frankly not convinced that the Agency will make a net gain by insisting that headquarters personnel make hotel reservations, travelers arrange for their own local transportation, etc. It seems clear to me that our man in a foreign city can much more efficiently and intelligently make a proper hotel reservation than we can from Washington. And there are many places in the world where even some of our seasoned travelers are bound to flounder and waste time if they are left to their own devices, whereas someone on the spot can, in a few minutes, answer their questions which may otherwise go unanswered for days. There are also Security problems in putting travelers strictly on their own. In fact I am not convinced that "cover, security, time, and/or other vital considerations" won't make it generally desirable for the stations to assist the traveler in these matters. In those cases where the number of travelers is a burden on the station which cannot be carried without interfering with the station's primary mission, I recommend that the responsibility for arranging for accommodations, etc., be that of the traveler. The Central Processing Branch would, of course, render every possible assistance.

f. Paragraph VII.C.4.b. recommends that: "DCI require that, effective immediately, TDY headquarters travelers make personal calls on Chiefs of field stations and bases only when official business makes this necessary or desirable."

Comment - It seems to me that a chief of station would want to know and headquarters would want him to know what Agency personnel were in his area, for how long, for what purpose, where they were staying, how they could be reached, etc. I also believe it should be the traveler's responsibility to supply this information. In general and when security permits, I think a courtesy call is in order. This does not mean that either the station chief or other busy senior officer must personally see more than a small number of such callers.

g. Paragraph VII.C.4.c. recommends that: "DCI require that such travelers, in general, limit their visits to field installations to the essential minimum as set forth in R "

Comment - I concur.

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h. Paragraph VII.C.4.d. recommends that: "DCI invite the attention of all field personnel to Notice No. [REDACTED] 'Entertainment of Agency Officials Traveling on Temporary Duty'."

Observation - I concur. There is attached (TAB A) a copy of a dispatch I sent to all stations in the Far East prior to my visit last fall. Frankly, I don't think it had any effect and in talking to many of our people about this problem, I concluded that they do entertain some headquarters visitors because they think they have to, but on the other hand a great deal of it is done because they really want to see people from home, to renew acquaintances, catch up on the latest news, rumors and the like.

i. Paragraph VII.C.4.e. recommends that: "DCI instruct DD/P to have this notice brought to the attention of all headquarters personnel engaging in TDY foreign travel, such action to be taken by the appropriate operating division or divisions as part of the briefing of travelers."

Comment - I concur in the intent of this recommendation, but feel that this responsibility should be placed with the traveler's office of assignment, rather than with the operating officials of the Deputy Director (Plans).

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[REDACTED]  
L. K. WHITE  
Deputy Director  
(Support)

Attachment:  
Copy of dispatch  
(TAB A)



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